



TECHNONET
ASIA

REPORT

of the

ASIAN INDUSTRIAL EXTENSION OFFICERS' FORUM
WORKSHOP AND MEETING (ASINDEX II)

held

28 April - 2 May 1977

in

Hong Kong

International Development Research Centre

ARCHIV
66237

Tanglin P O Box 160 Singapore 10
Republic of Singapore

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- II - Constitution and By-Laws of the ASINDEX Forum
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- IV - The Chapter Organization and Development Project
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- V - Extension Officers Exchange Programme
- VI - Case Writing Programme

LIST OF PARTICIPANTSPO Representatives

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Pranyoto-Suryo Departemen Perindustrian (DP)	Lee Sun-Kyung Korea Scientific and Technological Information Center (KORSTIC)
Mohd Shazali bin Othman Standards and Industrial Research Institute of Malaysia (SIRIM)	Omar bin Haji Bahrul Majlis Amanah Ra'ayat (MARAA)
Mrs Zenaida Madrono UP Institute for Small-Scale Industries (UP ISSI)	Gil C Guevara Economic Development Foundation (EDF)
Tan Eng Soon Singapore Institute of Standards and Industrial Research (SISIR)	R P C Rajapakse Industrial Development Board (IDB)

Rangsan Prisanavanich
Department of Industrial Promotion (DIP)

TESA Winners

Leung Chi Ting HKPC	Azad Muchsin DP
Choi Ik Soo KORSTIC	Ahmad bin Abdullah MARAA
Eduardo Q Canela UP ISSI	Liberato Alcarez EDF
Mrs Dorothy Chang SISIR	N L B Ratnayaka IDB

Napporn Prikumsil
DIP

ASINDEX Forum Representatives

Victor C Luna President	Melito Ricafrente Secretary
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TECHNONET Centre Singapore

Dr Leon V Chico	Santi Grachangnetara
Marco Zévy	Mrs Sum Wai Ping

II

TIME-TABLE FOR 27 APRIL TO 3 MAY 1977

		<u>Morning</u>	<u>Afternoon</u>
Wednesday	27.4.77	All participants arrive Hong Kong and stay at The Excelsior Hotel and Convention Centre.	
Thursday	28.4.77	Sessions I, II Lunch hosted by TECHNONET.	Sessions III, IV
Friday	29.4.77	Sessions V, VI	Sessions VII, VIII Dinner hosted by HKPC.
Saturday	30.4.77	Visit HKPC head- quarters and other premises.	F R E E
Sunday	1.5.77	F R E E	F R E E
Monday	2.5.77	Sessions IX, X	Sessions XI, XII
Tuesday	3.5.77	All participants depart Hong Kong for homeward journey.	

III

Asian Industrial Extension Officers' Forum Workshop
and Meeting (ASINDEX II)
Hong Kong, 28 April - 2 May 1977

TENTATIVE AGENDA

Thursday, 28 April

- 0900 - 1030 Session I
 - Opening Ceremonies
 Brief remarks: HKPC, TECHNONET, Forum
- 1030 - 1100 B R E A K
- 1100 - 1230 Session II
 - TECHNONET ASIA (slide presentation)
 - "Total Approach" (NRC/TIS film)
 - Discussion
- 1230 - 1400 L U N C H (hosted by TECHNONET)
- 1400 - 1530 Session III
 - Information Service for Industrial Extension
 (Marco Zevy)
 - Discussion
- 1530 - 1600 B R E A K
- 1600 - 1700 Session IV
 - Training Programmes for Extension Officers
 (Santi Grachangnetara)
 - Discussion

Friday, 29 April

- 0900 - 1030 Session V
 - Case Presentations and Discussion
 HKPC, KORSTIC, SISIR
- 1030 - 1100 B R E A K
- 1100 - 1230 Session VI
 - Case Presentations and Discussion
 DP, MARA, IDB
- 1230 - 1400 L U N C H
- 1400 - 1530 Session VII
 - Case Presentations and Discussion
 EDF, DIP, UP ISSI
- 1530 - 1600 B R E A K
- 1600 - 1700 Session VIII
 - Workshop Conclusions and Recommendations
- 1800 - 2200 D I N N E R (hosted by HKPC)
 'floating dinner' on Hilton Hotel boat "Wan Fu"

Saturday, 30 April

V I S I T S (to be arranged by HKPC)

Sunday, 1 May

F R E E

III (b)

Monday, 2 May

0900 - 1030	Session IX - Report of Past Activities by Forum President - Discussion of Proposed Forward Programme (short-term and long-term)
1030 - 1100	B R E A K
1100 - 1230	Session X - Continuation of Discussion - Discussion of Amendments to Constitution and By-Laws
1230 - 1400	L U N C H
1400 - 1530	Session XI - Continuation of Discussion - Election of New Officers
1530 - 1600	B R E A K
1600 - 1700	Session XII - Awarding of Plaques for TESA winners - Closing Ceremonies

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SUMMARY OF SIGNIFICANT CONSENSUS REACHED DURING ASINOEX II

- 1 There is a general desire to establish some basic guidelines or a code of conduct regarding "institutional" as well as "personal" approaches to industrial extension work which would, to a large extent, eliminate the natural 'resistance to change' commonly demonstrated by small-industrialists. This could perhaps be incorporated in a "manual" of industrial extension which could be brought into existence through TECHNINET Centre.
- 2 The NRC/TIS film "Total Approach" was found to illustrate vividly the concept of "industrial extension service". A TECHNINET ASIA version of this would be very useful for all Participating Organizations.
- 3 Industrial extension officers of TECHNINET would find their work greatly facilitated if they had strong backing and support from the institutions to which they belong. This included strong technical backing such as a competent information service within each institution as well as broadening information base through contacts with other institutions and sources of information; good incentives to retain the services of competent extension officers so that they will be less inclined to leave for employment with private industries; the build up of staff competence in industrial extension through proper training; and the need for the institutions to quickly build up a good reputation with industrialists and developing professional trust and good will with the industrial community;
- 4 Industrial extension service could be more easily improved - to the benefit of industries served - if TECHNINET POs were to establish criteria for evaluation of industrial extension work results.
- 5 Industrial extension officers can gain much insight and ideas through opportunities for exchanges of experiences such as availed by the ASINOEX II meeting. More such meetings were desirable and, further, "exchange working visits" between extension officers of various TECHNINET POs would be found extremely useful.
- 6 The participants of ASINOEX II generally felt the need for more "relevant" sources of information to be established. These could be within the TECHNINET countries as well as others. Sources which currently provide "too advanced" technical information would be more useful if they could somehow "tone down" the level of technology where TECHNINET is concerned. On this score, it would be very useful if all TECHNINET POs could make available to each other lists of "on-going" or "recently completed" industrial research projects.
- 7 The KWIC Index and microfiches provided through TECHNINET are not being put to optimum use by the POs. The ASINOEX II participants would do well to make sure that this situation is brought to the attention of proper authorities of the respective institutions to which they belong.
- 8 The guidelines for TESA industrial extension cases could in future

be revised to cover several plants of a particular type of industry. This is so that other extension officers will gain a better insight into specific industries in different countries.

- 9 The ASINDEX Forum would benefit more from a less rigid form of administration. Hence, instead of having a "Constitution and By-Laws", a "Terms of Reference" has been considered and agreed upon. With this new "Terms of Reference" the "Administrative Officers" have already identified four "projects" to be initiated by the Forum.

SUMMARY OF PROCEEDINGS

Thursday, 28 April

Session I

Opening Ceremonies

Brief remarks: HKPC, TECHNONET, Forum

Dr J C Wright, Executive Director of HKPC opened the meeting with welcoming remarks. He went on to explain the basic operations of the various divisions of HKPC. It was pointed out that although HKPC does not have "industrial extension officers" as such, its staff, nevertheless, performs the fundamental functions of industrial extension. Furthermore, HKPC is in the process of building up its own information base.

Dr Leon V Chico, TECHNONET's Administrator, also added words of welcome to the participants on behalf of TECHNONET Centre (Annex I). He expressed the hope that this meeting would be even more productive than FAIEOC (First Asian Industrial Extension Officers' Conference) and, in mentioning TESA, the expectation that participants will mutually benefit from each other's experiences.

Dr Chico elaborated on the social and economic advantages and benefits of small-scale industries in developing countries, stressing the need to share the experience between these countries as well as to prove the viability of efforts in industrial extension. The participants were urged to actively pursue fruitful programmes of the Forum both short and long term. He pledged the support of TECHNONET Centre, as well as reiterated the support of the TECHNONET Council. Dr Chico expressed TECHNONET's desire that the Forum will eventually be opened up to industrial extension officers of non-TECHNONET countries. This is so that the Forum may become truly representative of all those involved with industrial extension work in Asia.

Victor Luna, in the capacity of President of ASINDEX Forum, also gave a few words of welcome. He emphasized his hope to use this workshop to exchange experiences, both failures and successes, in industrial extension work among the participants. It was hoped also that the opportunity will be used to make each participant aware of the tools and techniques of industrial extension being applied in each country represented. The participants were requested to actively participate in the discussions to follow.

Each participant then individually introduced himself to the meeting before going over the agenda and programme of the meeting.

Session II

TECHNONET ASIA (slide presentation)

"Total Approach" (NRC/TIS film)

Discussion

A slides/tape presentation on TECHNONET ASIA was made, followed by the showing of the film "Total Approach". During the ensuing discussion concerning these, it was remarked that the film showed very mature and well qualified people, and that the situation in Asia is that it is very difficult to keep such individuals in the TECHNONET PCs. The consequence is that in industrial extension service, too often one finds a relatively immature industrial extension officer, say 25 years old, who finds it particularly difficult to deal effectively with an entrepreneur some fifty years old with almost as many years experience. Dr Chico pointed out that maturity need not necessarily come with age, but can be made up, to a certain extent, with appropriate attitude and proper training. Marco Zevy added that the rapport can be more easily built up if the institution to which the extension officer belongs has the professional strength and good reputation to back up the extension officer.

The participants then went into profuse exchanges of ideas and experiences, some highlights of which follow:-

Dr Wright posed the question "What can TECHNONET ASIA possibly do towards alleviating this problem?" Further, the participants should consider how best the industrial extension officer can present himself to clients, particularly in terms of appearance, so that the clients can more easily come to accept the industrial extension officers for what they can do. Dr Wright also added that "Total Approach" appears to have been made for a Canadian audience, and although the theme was excellent, TECHNONET Centre could perhaps arrange for an Asianized version of it to be made.

Azad Muchsin cited that, as he works in the rural area in Indonesia, he meets a good deal of social problems as well as technical ones. He wondered if TECHNONET could draw up some guidelines as to how to effectively deal with these problems. Dr Chico replied that TECHNONET is seriously considering putting together a manual on industrial extension.

Mohd Shazali bin Othman questioned if the task of industrial extension could normally be accomplished within a week as given to understand by "Total Approach". Zevy replied that what actually happens is that the extension officers do not actually carry out the work, but rather put together all the related information and present possible solutions to the client, usually in report form. The implementation of the solutions would then be undertaken by the entrepreneur himself. The entire process therefore would take a period of weeks, and even months, to take effect, and it depends entirely on the kind of situation with which the extension officers are dealing.

Ed Canela posed the question as to whether NRC/TIS had developed some system of evaluation on feedback regarding the effectiveness of the industrial extension work which it performs. He felt "Total Approach" really only shows the preliminary stages of industrial extension work. Zevy replied that the question needed a two-part answer. Firstly, in dealing with Technical Enquiries (TEs), there is very little or no feedback or method of evaluating the effectiveness at all. The other part, which is basically a consultancy service, does give concrete results which can be meaningfully evaluated. Ricafrente added that, at EDF, the effectiveness of industrial extension is being done quantitatively, using a points system, which begins after the investigation, diagnosis and recommendations to a plant have been made and presented. The implementation of the recommendations, by stages, would be awarded proportionate credit points. Dr Chico further added that the most meaningful measure of the effectiveness of the industrial extension service rendered could perhaps best be measured from the quantitative financial benefit which the entrepreneur has gained, especially when compared with the cost of the service to him, if he is charged for the service.

Dr David Au stressed the need for the extension officer to have the full backing of his organization, which can go a long way towards overcoming the barrier often met by young extension officers. The competence of the extension officers can also greatly be enhanced by exchanges of experiences such as this workshop gives an excellent opportunity.

Luna told the meeting that a technique often used by his group is to stress the fact that although the work would be done by young-looking people, the fee charged is minimal and at the same time professional. Once the entrepreneur realizes that he cannot get any comparable service elsewhere for so small a fee, he would be in a better frame of mind to accept the situation.

Session III

Information Service for Industrial Extension (Marco Zevy) Discussion

Marco Zevy led the discussion concerning "Technical Industrial Information" for industrial extension work. He stressed the newness of this work plus the need for such information to be screened for relevance and for it to be modified to the level of the user. The question was posed to the participants, "When you perform extension work, is it information that is needed? If so, how do you go about getting such information?" In the ensuing exchanges of opinion and related discussion, the following passages were particularly noteworthy:

Mrs Dorothy Chang stated that the principal task she faces normally involves identification of the client's problem. This is because the industrialist either does not recognize his problem, or else he has the tendency to "sweep it under the carpet".

Canela explained that, at UP ISSI, what often happens is that he would turn to his colleagues who have the expertise along the line of the particular problem. As a last resort, he would have to go to the books and other more formal sources - such as libraries and other institutions - to seek the necessary information.

Rangsan Prisanavanich stated that, in his experience, the information received through western sources is often very difficult to apply effectively in the types of situation he faces. He cited a reply, received through TECHNONET Centre, to a particular technical enquiry concerning the manufacture of grinding stones. Although he received much information, it could not be used effectively because the raw materials involved could not be found in Thailand.

Lee Sun Kyung gave an explanation of the situation in Korea by saying that the entrepreneurs, to a great extent, take it upon themselves as groups of producers, to obtain the necessary and relevant information. This is, of course, facilitated by the work of KORSTIC.

Ricafrente cited his experience with EDF that information and extension services need not go together. The kind of information that is often needed is often outdated information, e.g. market information, trade data and statistics and so on. This involves obtaining such information from other agencies responsible for compiling and processing it. The other type of information which Ricafrente finds extremely relevant to industrial extension service is the type of information that must be culled from current journals and similar publications. This is the type of information which keeps industry aware of the new processes and products, thereby encouraging modernization and upgrading. Thus, information should be handled by those who have specialization in doing so. Ricafrente does not feel that one person can be entirely effective in providing extension service as well as to handle and process industrial information.

Zevy emphasized that it is not sufficient to simply process information. What is really required is to know where relevant information may be obtained. Thus, it is essential that an institution such as MARA - which is very much concerned with marketing information for the development of Malaysian entrepreneurs - establish a link with the relevant sources of such information. On this point, Zevy also mentioned that, subsequent to the recent TECHNONET Information Committee Meeting (TIC1) in Korea, he has sent the participants a list of potentially useful sources of information on specialized topics in each TECHNONET country, but to-date, very few replies have been received to affirm whether the sources listed were useful or not. Zevy urged all ASINDEX II participants to take this up further with their respective POs.

Canela asserted that, in his position, when he comes across a package of information from the western countries, he is not favourable to having to decide that, although the process has been successfully applied in the West, it can, at first try, be appropriate to the needs and conditions in the Philippines. It is preferred to know that such methodology had already been successfully used in the country. On this point, Lee Sun Kyung told the meeting that, in Korea, there is what is called an

'on-going research list' which he can consult, and he proposed that TECHNUNET Centre arrange for a similar list to be compiled of 'on-going research' in the 11 POs of TECHNUNET. Zevy in reply to Lee's proposal, pointed out that in the current issue of the "TECHNUNET Digest", there is published a list of on-going projects undertaken by IDB. At the same time, all POs have been invited to provide similar information to TECHNUNET Centre so that it can also be published.

Dr David Au of HKPC told the meeting that information is not used by HKPC merely as a tool for extension work, but is also used as a means of generating and obtaining consultancy assignments from clients. Thus, information is used as the medium of interaction with prospective clients of HKPC.

Prisanavanich asked whether back issues of the NRC/TIS TECH BRIEFS could be furnished to DIP. This was because of the feeling that current information from the West is too advanced and not practical for application in the Thai context. Zevy replied that, much as he understood the time lag involved in technology transfer from West to East, it would not be practical to provide the back-copies of TECH BRIEFS. He did, however, indicate that he would try to cater to this problem as much as possible, especially when he next visits NRC/TIS in Ottawa this year.

Zevy went on to reiterate the need for TECHNUNET POs to immediately proceed to establish contact with potential sources of information within the respective countries. Further, in reply to points raised by Mrs Chang and Azad, Zevy explained that TECHNUNET Centre does not involve itself with basic research whether it is in connection with materials research or market research. The Centre, however, will try at all times to put each PO in touch with the potentially relevant sources of the desired information. This can be done notwithstanding the fact that such sources could be pure research institutions - particularly if such institutions are within the TECHNUNET countries.

In closing, Zevy urged that each participant find out where the KWIC Index, which has been provided all POs regularly, is kept in his own institution. Further he asked that each participant take note of the fact that there has been some very obvious changes to the Index, and that each participant find out what specific changes have been made and whether the microfiches are actually used. Before adjourning, Zevy also explained the fundamental design, use and characteristics of the KWIC Index - which is essential for the effective and proper use of the microfiches provided the POs by IDRC through TECHNUNET Centre. This is to establish whether extension officers need to use the microfiches as a tool of industrial extension, or whether it is merely the contents of the microfiches which is needed.

Section IV

Training Programmes for Extension Officers (Santi Grachangnetara) Discussion

Santi Grachangnetara gave a presentation on TECHNONET's training programmes for industrial extension officers. He began by attempting to draw up some basic outline of what services incorporates those rendered to small and medium industries by the POs. The outline included competent services to diagnose and find appropriate solutions to industrial problems as well as demonstrate the effective use of pertinent modern technical processes. Other aspects of the service also dealt with designs; economic investigation; various aspects of industrial management; integrated plant studies; surveys; feasibility reports, conduct of training courses in management and technical subjects; investigations on proper use of raw materials and machinery design improvement; and last but not least to act as information centre on technological, economic and commercial matters. Grachangnetara stressed the need to build up technical competence of institutions as well as the staff of the institutions. Further emphasis was made on the need to ensure that such staff are capable of effectively communicating with clients of the industrial service institutions.

The basic rationale for the design of past INDEXTRACs was explained and the basic components identified for the participants' benefit. The three basic training components of this type of course being Technical Subjects; Fieldwork and Extension Education.

Before concluding his presentation, Grachangnetara mentioned the route which TECHNONET has taken towards Trainers Training and briefly explained the reasons for this, especially in light of the need to build up training capabilities at several POs.

Friday, 29 April

Session V

Case Presentations and Discussion - HKPC, KORSTIC

Leung Chi Ting of HKPC presented his TESA industrial extension case titled "Fumeless Refining for Steel Making" which illustrated HKPC's effective use of SCRATA (Steel Casting Research and Trade Association) as its technical information source to upgrade the operation of a Hong Kong iron works factory. The case also demonstrated HKPC's operational methods whereby it makes contact with the firm, make preliminary investigations, arrange an informal seminar, conduct a detailed feasibility study, arrange for formal contact and inplant training for the firm's personnel, and effectively introduce a new production process to Hong Kong, thereby upgrading and increasing the viability of the firm as well as the industry concerned.

Choi Ik Soo of KORSTIC then presented his case which concerned the improvement in the production of a local company which manufactures stiffeners for leather goods such as shoes and handbags. The case

showed how KORSTIC followed up on technical information already provided by it to the firm concerned, other measures taken to help the company improve the quality of its product, as well as significantly lowering production costs. This involved the KORSTIC staff's designing of new equipment as well as selecting alternative production methods and processes.

Session VI

Case Presentations and Discussion - SISIR, OP and MARA

Mrs Dorothy Chang of SISIR presented her TESA industrial extension case. This gave an accounting of her work especially concerning SISIR's Product Certification Programme. The prime concerns of her work were enumerated as improvement of product quality through: establishment of control systems as well as provision of technical information and services; training of factory personnel; facilitating inplant co-ordinating; establishing rapport between the firms and SISIR. She described the specific work she had undertaken at a paint factory whose licence had been withdrawn by SISIR owing to inferior quality standards. As a result of this action, the factory sought SISIR's help to re-organize, with the aim to maintain the company's products at the appropriate standards of quality which SISIR could certify. The case emphasized the need to seek and identify inplant problems, rather than passively waiting for the firms to do so themselves.

Azad Muchsin of OP Indonesia presented his extension case recounting the various industrial extension cases which he handled during 1976. The presentation also included an economic overview of the province in which he works and the difficulties he faces in the performance of his duties. This was followed by a detailed description of the local small lime kiln industry, as well as the extension work performed to help this industry. He emphasized that his organization is already trying to provide small industries with training, management and technical assistance. The biggest problem, however, still lies in the difficult mental and social attitude of the industrialists.

The last presentation during this Session was by Ahmad bin Abdullah of MARA Malaysia concerning an integrated plant study of a coconut oil mill which was also a MARA project. The company was suffering from technical, managerial and financial difficulties. As a result of the study, the company was given recommendations to: make specific improvements to its plant layout; modify parts of the production process to improve product quality; increase plant capacity by investing in some modest additional equipment; improve its financial management by increasing shareholding equity; make serious efforts to improve the overall management and marketing strategy of the company.

Session VII

Case Presentations and Discussion - DIP, IDB, EDF and UP ISSI

Napporn Prikumsil of DIP Thailand presented his TESA case to the meeting. It concerns a company which produces traditional Chinese medicine, using herbs imported from Taiwan as raw material. The company was in the process of implementing improvement to its products as well as initiating new packaging methods. Having spent much money on new processing equipment and packaging machine, it was found that the new package sealing machines could not be used effectively. Various corrective measures had been unsuccessfully taken by the company, which subsequently turned to DIP for assistance. After making a preliminary survey of the plant, Prikumsil provided exact instructions for the proper operation of new equipment, and the factory workers found that, stage by stage, good seals could be accomplished beginning firstly with empty bags. Then, after further work to design a new hopper and vibrator along with the suggestion to change packaging material as well as to strictly control the product's humidity, all problems were satisfactorily eliminated.

NLB Ratnayaka was next to present the IDB industrial extension case which concerns a small firm producing artificial sago from tapioca. He gave an account of the general background of his work and the organization of his office. He also recounted how the owner of the factory first approached him for help in marketing the product. It was observed that the product was of poor quality and Ratnayaka set out to see that the quality was improved before being put on the market. The case demonstrated vividly the prevailing conditions of the small industries with which Ratnayaka had to deal. It also showed the care which Ratnayaka used in approaching and identifying the problem for the industrialist to convince him about the need for product improvement. This later led to necessary actions being taken - described in detail in the presentation - resulting in considerable benefits. Only when this had been accomplished did Ratnayaka follow up his action by giving assistance in the areas of marketing, production management, securing of necessary financing, as well as seeing that personnel of the factory received adequate training in book-keeping and other subjects.

Gil Guevara then presented EDF's extension case (on behalf of L Alcarez). He described the assistance given to a small firm, specifically the work involved in designing and setting up of equipment for anodizing and electro-plating metal items. The case elaborated on the economic advantages derived from EDF's industrial extension efforts. The presentation was followed by an explanation of how EDF operates organizationally as well as functionally.

Eduardo Canela followed by presenting UP ISSI's case. In his preamble, Canela explained the background of one eye glasses manufacturing firm's relationship with UP ISSI. He went on to demonstrate the manufacturing process involved and illustrated the difference between the firm's problem perceived by the owner as compared with that defined by the industrial extension officer. As a result of industrial extension work so far undertaken for this company, several measures for improving productivity

as well as cost-saving projects covering a broad range of industrial management subjects have already been recommended to the company. Before winding up, Canela stressed that the strategy used was to help the manufacturer to help himself. He also informed the meeting that he intended to use this case as a further tool for training fellow extension officers, with the aid of colour slides and recording tape.

Session VIII

Workshop Conclusions and Recommendations

Because there was some carry-over of the previous session into the time allocated for this session, the participants only had enough time to begin a general discussion which touched upon the questions of: essential elements of training for industrial extension officers; how best to pass on the benefits of individual industrial extension experiences to each other so that the time taken in dealing with subsequent similar cases would be minimized; how to accelerate the rate of reaching the point of being adequately experienced; the pros and cons of compiling industrial extension cases with a view to benefit fellow industrial extension officers. Then, owing to time shortage, it was agreed to adjourn the meeting with the understanding that ASINDEX II participants would take up the discussions further during the first hour of Session IX.

Before adjournment, Dr Chico emphasized the need for participants to consider reaching conclusions and concrete recommendations regarding the effectiveness and usefulness of the TESA cases as presented; how these may be improved upon in subsequent meetings such as this; what specific undertakings TECHNONET can possibly do to further facilitate industrial extension in the region.

Monday, 2 May

Session VIII (continued)

Workshop Conclusions and Recommendations

ASINDEX II participants took up for further discussion the topics touched upon during the previous gathering. The following are some highlights of the exchanges and statements:

Tan Eng Soon of SISIR expressed that there has been too little mention during the meeting about the approach to extension work in most TESA industrial extension cases presented, and that this feature should be improved upon in future.

Lee Sun Kyung of KORSTIC suggested that everyone should have discussions

with colleagues back home once ASINDEX II has been adjourned. This is with the aim of broadening everyone's experiences. He also added that, whenever an industrial extension problem is raised, several people should seek individual solutions and then compare notes. From such exercises, some common factor or best approach could more easily be determined.

Rajapakse of IDB suggested that in future, the TESA cases should not be limited to one particular firm but rather to include one group of industries which experience similar problems. This would enable extension officers of TECHNONET to exchange experiences on a broader base, to the mutual benefit of all concerned. Azad Muchsin of DP took up this point by further emphasizing that, especially in his own country, industrial extension problems also involve many other non-technical aspects such as social and racial difficulties.

Rangsan Prisanavanich of DIP expressed his wish to list the various activities which should be carried out by the "good" industrial extension officer. Although there was the opinion that there is as yet too little substantive experience to accomplish this, Rajapakse stated that the "successful" institutional approach to industrial extension should be identified and listed.

Besides the above noted points, there was also a great variety of other pertinent topics concerning the practice as well as hopes and fears of extension service for industry in the TECHNONET countries. The consensus was that a meeting such as ASINDEX II was very useful for practising extension officers especially as a medium for exchanging and benefiting from the experiences of different countries. In this regard, the ASINDEX II participants also expressed their interest and desire for the opportunity of "exchange working visits" between industrial extension officers of TECHNONET.

Session IX

Report of Past Activities by Forum President Discussion of Amendments to Constitution and By-Laws

Victor Luna, in the capacity of current Forum President, presented his report of Forum activities. He began by recapitulating the circumstances concerning the creation of the Forum, stressing the need to create a medium of interaction between industrial extension officers, with a view to improving industrial extension work and to promote professional recognition.

He mentioned the lack of replies to his letters to members during the past 18 months. He then went through the Forum's financial statement with the participants. Grachangnetara asked Luna to elaborate on past activities, difficulties faced as well as what benefits and other gains which the money spent might have brought to Forum. Luna, in reply, assured the meeting that Forum activities are indicated in the financial statement,

which are available for inspection by members. He elaborated that there had been not too much activity by the Forum because of the lack of replies, and asked the participants to consider seriously supporting the Forum officers in their efforts.

It was suggested by Or Chico that it might be more appropriate to modify today's agenda slightly, for reasons of time, and take up discussion concerning the projects and programmes later on in the afternoon. This was agreed. Or Chico also gave clarification to the meeting regarding the Forum and the reasons why the Council insisted that it operates under the TECHNUNET umbrella. He again stressed Council's as well as his own willingness to support the Forum's activities.

The meeting then proceeded to consider the Forum's revised constitution and by-laws (Annex II). Two versions were presented by the Forum officers - one proposing a centralized administration system, the other proposing a project-oriented approach. TECHNUNET Centre had also prepared a new draft Terms of Reference for the Forum. Each participant had all three versions for reference during the ensuing extensive discussion. The subsequent outcome was that the Terms of Reference (Annex III) as proposed by TECHNUNET Centre was adopted with various modifications.

Session X

Continuation of Discussion Election of New Officers

Subsequent to adoption of the Forum's Terms of Reference, an election was held and Melito Ricafrente of EOF was accepted as the Chairman of the Forum's Executive Committee. Or Oavid S B Au of HKPC, who was absent, was elected Vice-Chairman.

In his acceptance speech, Ricafrente stated that "The Forum depends on the co-operation of the representatives of each TECHNUNET PO. It may be able to get some work done on the basis of a few people's activities, but it would be much better to do so with the co-operation of everybody". He looks forward to implementing "multi PO projects" and hopes to have full co-operation from all members. In addition, Mel assured the members that he would keep in touch and expressed awareness and recognition that "communication is the key". Before the meeting adjourned for lunch, he stated that he would need time to appoint the "Administrative Officers", but added that he would keep all members duly informed.

Session XI

Discussion of Proposed Forward Programme (short term and long term)

The participants went into discussion about possible projects and/or programmes that may be undertaken by the Forum. Three project proposals were presented namely:

- 1 The Chapter Organization and Development Project (Annex IV) - conceived by Canela of UP ISSI. This concerns the ways and means which Forum members could adopt to establish local chapters of the Forum in each TECHNONET country;
- 2 Personnel Exchange Project (Annex V) - conceived by Luna of UP ISSI;
- 3 Case Writing Project (Annex VI) - also conceived by Luna.

Canela stressed the need to ensure the continuity of chapter management in each country. On this point, Dr Au of HKPC expressed agreement that someone in each country should look after the interests of industrial extension services - but there need not be a parallel and separate organization to the Forum in each country.

Grachangnetara stressed the need to maintain communication between all participants after the ASINDEX II meeting has concluded. He requested that participants not be too preoccupied with the formal organization or mechanics, but rather to have each participant commit himself to maintaining the communications already initiated before and at ASINDEX II.

The participants went into detailed discussion of each of the three projects already mentioned and adopted Dr Au's suggestion for an additional project which would draw TECHNONET ASIA's attention to the needs of the extension officers to meet at a seminar to discuss and exchange ideas and experiences regarding the various approaches to industrial extension work.

Ricafrente, the newly elected ASINDEX Forum Chairman put it to the meeting that implementation of projects will be accomplished through ad hoc committees created to undertake each project. This was for reasons of efficiency and involvement of the membership.

After further discussion, it was agreed that the "COD" Project would be taken up by members from UP ISSI - specifically Canela. Further, the "Personnel Exchange" Project, would be taken up by Dorothy Chang of SISIR. In addition to this, members from EDF would take up the "Case Writing" Project and Dr Au would undertake to look into the possibility of developing a suitable programme and topics of exchange for the intended seminar on Industrial Extension. As far as venue, budget, timing and other details are concerned, this would be taken up by TECHNONET Centre and the PO heads of TECHNONET ASIA.

Dr Chico commented on the discussions so far by saying that he was concerned about the fact that the projects listed mostly constituted things which have already been taken up by the TECHNONET Council. He cautioned the Forum members about the mechanics involved and urged that members be

Careful about encroaching upon the prerogatives of various PO heads. Meanwhile, he stated, it would be sufficient here at this meeting to identify the types of worthwhile projects which could usefully be undertaken by the Forum. The details would have to be worked out later anyway. He stressed the need that all Forum projects should have emphasis on establishing the identity of the Forum if possible.

On this note, Ricafrente told the meeting that if in future any suitable new projects come to mind, the members should let him know at once.

Session XII

Awarding of Plaques for TESA winners Closing Ceremonies

Dr Chico briefed the meeting concerning TESA and handed out six plaques and three certificates to the nine award winners.

After the awards were given out, he presented his closing remarks to the meeting. He emphasized that, should the Forum have, in future, developed the personality of the industrial extension officer to the extent of being widely recognized, then a great deal would have been achieved, and all our efforts would be worthwhile.

Each participant then in turn made closing remarks, generally thanking HKPC for acting as host and TECHNUNET ASIA for having sponsored the meeting.

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ASIAN INDUSTRIAL EXTENSION OFFICERS' FORUM WORKSHOP AND MEETING
(ASINDEX II), Hong Kong, 28 April - 2 May 1977

O P E N I N G R E M A R K S

Is Industrial Extension a Viable Service?

On behalf of TECHNONET Centre, let me welcome you all to this second gathering of Industrial Extension Officers within the Network. You have started your dialogue and the beginnings of a 'forum' in Manila in November 1975. We anticipate that this Workshop and Meeting will be much more productive and be of benefit not only to those participating but to your respective organizations as well.

We also have with us some extension officers whose efforts during 1976 have been considered outstanding by an independent board of judges. I congratulate them for this distinction. We hope to benefit from their experiences as well as from each other's inter-action.

Industrial extension is a relatively new profession in this part of the world. The successes of extension efforts in the agricultural field has spurred policy makers and institutions to consider similar services for small and medium industries. The rationale being that if it works for the small farmer, it should work for the small-scale industrial entrepreneur.

There are many development experts who are now questioning this equation. They feel that industrial extension and agricultural extension are entirely distinct from each other. They further contend that the cost-benefit ratio of industrial extension (for smaller enterprises) is so high that it does not make it a viable proposition.

I tend to agree that industrial extension services for small-scale industries are entirely different from that of agricultural extension for small farms. The techniques are totally different and the skills required of industrial extension are more demanding. There is no set formula for the solution of problems in small-scale industries. What works in Malaysia or Thailand may not necessarily work in Sri Lanka or Indonesia. For that matter, every province in a country may be distinct and unique. To a certain extent, you can "standardize" solutions to problems in a rice farm or a coconut plantation. This is as far as I agree.

While it is true that the cost of industrial extension is much higher, I strongly feel that the benefits derived thereof are worth maintaining such a service. Those who believe otherwise don't believe in the viability and social implications of small-scale industries. I need not enumerate here the social benefits of small-scale industries. You should be well aware of them since your organizations, in general, have been set up primarily to assist this sector of our economies.

I implied earlier that perhaps you cannot "standardize" solutions to problems of small-scale industries. Let me quickly avoid any misapprehension by saying that we can still benefit from each other's experiences and approaches. Perhaps, some solutions can even be adopted. Please note that I used the word "adopted". I imply here that you have to take into consideration the social and economic climate of your respective environments. Otherwise, our gathering here today and all our regional training programmes would have no reason for coming into being.

Those who question industrial extension have not really shown evidences of their assertion. Instead, they point to certain inefficiencies and 'failures' in handling cases. On the other hand, we also need to prove that industrial extension is viable. I believe that the productivity and effectivity of industrial extension services within the Network are far from ideal. We have yet to learn and continue to learn in order to upgrade the quality of our services. I feel, though, from the empirical evidence we have gathered, that industrial extension for the small entrepreneurs in Asia is a viable and necessary activity.

I, therefore, call upon you to make this gathering as fruitful as possible. Let us not concern ourselves so much with the 'legal' aspects of your Forum. Rather, we should address ourselves to the more substantive aspects of programming our activities. TECHNINET Council, at its meeting in Manila in November 1976, expressed its support for your activities. TECHNINET Centre is ready to support any activity that will enhance the development of the profession and strengthen industrial extension efforts. The statements I made on the viability of industrial extension must be proven. The proof lies in your collective efforts and minds. We certainly cannot fail - for the sake of the small entrepreneur.

Thank you.



Leon V Chico
Administrator
TECHNINET ASIA

CONSTITUTION AND BY-LAWS
OF THE
ASIAN INDUSTRIAL EXTENSION OFFICERS' FORUM

ARTICLE I - NAME

Section 1 This Forum shall be called the Asian Industrial Extension Officers' Forum or ASINDEX.

ARTICLE II - HEAD OFFICE

Section 2 The Head Office and the Secretariat of the ASINDEX Forum shall be located in the country where the Executive Committee resides.

ARTICLE III - PURPOSE

Section 3 The purposes of the Forum are as follows:

- a) to professionalize industrial extension service;
- b) to continuously update the extension officers with the developments of industrial extension practice;
- c) to serve as a forum for interaction among the different individuals and groups engaged in industrial extension activities; and
- d) to project the image of the extension officer as a vital agent of change in his country.

ARTICLE IV - MEMBERSHIP

Section 4 Membership shall be open to all industrial extension officers from Participating Organizations of TECHNINET ASIA.

ARTICLE V - OFFICERS

Section 5 The officers of the ASINDEX Forum shall be composed of the Chairman and five (5) Executive Committee members.

Section 6 The members of the Executive Committee shall be elected by the general membership during every general ASINDEX Forum meeting.

Section 7 The Chairman shall be elected by members of the Executive Committee.

Section 8 In the event that any Executive Committee member is unable to execute his duties, the Chairman may, with the approval of the majority of the Executive Committee, appoint an ASINDEX Forum member to take his place.

ARTICLE VI - BOARD OF DIRECTORS

Section 9 The Board of Directors shall be the governing body of the ASINDEX Forum.

Section 10 Each Participating Organization shall be represented by one member in the Board of Directors.

- Section 11 Each Participating Organization shall be represented by one member in the Board of Directors.

ARTICLE VII - ELECTION

- Section 12 All elections shall be held during the regular ASINDEX Forum meetings.

ARTICLE VIII - AMENDMENTS

- Section 13 This Constitution and By-Laws may be amended by a two thirds (2/3) vote of the members present in a meeting called for the purpose.

ARTICLE IX - EFFECTIVITY

- Section 14 This Constitution and By-Laws shall take effect upon approval by a majority vote of the members.

FORUM INTERNAL MECHANISM

I Meetings

1. Regular Meetings: once a month; fixed date and time; no notices necessary.
2. Special Meetings: to be called by the President when the need arises.
3. Minutes of the meeting must be prepared by the Secretary. It must be presented to and approved by the other officers during the next meeting. Two copies shall be kept on file (under the custody of the Secretary); another to be sent to the liaison of TECHNONET Centre.

II Financial Matters

1. The Treasurer keeps the bank book; in his absence the President does so.
2. Cash advances for Forum operations/projects can be made by filling up a Cash Advance Form (attached).
3. Liquidation of cash advance must be done as soon as possible. All receipts must be attached to the Liquidation Form (attached).
4. The Treasurer submits to the President a financial statement once every 6 months. All officers shall be copy-furnished such statements. Questions regarding the financial statement must be addressed directly to the Treasurer. Once approved by the officers, a copy of the statement shall be sent to the liaison of TECHNONET Centre.

III Correspondence

1. Officers - TECHNONET Centre
President ↔ Liaison Man (TECHNONET Centre) (All officers are furnished copies of all correspondence).

2. Officers - Members

President ↔ Liaison Man ↔ Members in each PO.

The Secretary must maintain a file of all correspondence of the Forum.

IV Projects

The mechanism will depend on the nature of the project. It is proposed, however, to have a coordinator or liaison man in each PO who can facilitate linkage between the officer-in-charge of a project and members in each PO. The coordinator must be elected by the respective members of each PO.

FORUM ORGANIZATION

Officers

Liaison Officer
of each PO

Liaison man of
TECHNONET

Members

TECHNONET Centre

REQUEST FOR CASH ADVANCE

Date _____

To: Treasurer

I would like to request for cash advance in the amount of _____
for the following purpose(s):

Forum Officer/Member

Received the amount of _____ for the purpose(s) stated above.

Signature

LIQUIDATION OF CASH ADVANCE

Date _____

TRANSPORTATION

Date	From	To	Nature of Conveyance	Amount

Date	Nature of Expenses	Amount
	Sub-Total	
	Total Amount Expended	
	Total Amount of Cash Adv.	
	Reimbursable to (Forum) Member	

Signature

SUGGESTED PROJECT-ORIENTED APPROACH TO THE ORGANIZATION OF THE FORUM

This approach is based on the use of committee work as a means of achieving the objectives of the Forum, which are as follows:

1. to professionalize industrial extension service;
2. to better acquaint the extension officers with current developments in industrial extension practice;
3. to serve as a forum for interaction among the different individuals and groups engaged in industrial extension activities; and
4. to project the image of the extension officer as a vital agent in his country.

I Key Features

The Forum shall be made up of two committees: a Steering Committee and a number of Ad Hoc Committees.

The Steering Committee shall assume the principal responsibility of planning and soliciting projects that may be undertaken by the Forum. It shall be composed of six (6) members preferably from one participating country of TECHNOnet ASIA.

The Ad Hoc Committees, on the other hand, shall be charged with implementing the various projects of the Forum. An Ad Hoc Committee shall be responsible for one project. The members of this committee should preferably come from the different Participating Organizations of TECHNOnet ASIA.

II Mechanics

A Election

Unless otherwise specified, all elections shall be held during the regular ASINDEX Forum meetings. Elections for purposes of organizing the different committees, however, shall be limited to selecting the country or countries that will sit in these committees. The task of designating the individual members of committees (the country representatives) shall be left to the respective heads of the organizations represented in the Forum.

B Project Monitoring

The work of the different committees shall be monitored directly by TECHNOnet Centre. This is, however, expected to be greatly facilitated by the fact that responsibilities are assigned to specific committees.

C Budget

For purposes of estimating the costs of projects to be implemented by the Ad Hoc Committees, the Steering Committee shall prepare and submit budgetary estimates to TECHNOnet Centre. Budget revisions and finalization, however, shall be negotiated by the respective chairman of committees directly with TECHNOnet Centre.

ORGANIZATION CHART

	TECHNOnet Centre	
Steering Committee	ASINDEX Forum	
Ad Hoc Committee 1	Ad Hoc Committee 2	Ad Hoc Committees

Terms of ReferenceAsian Industrial Extension Officers' Forum (ASINDEX)The Forum

1. The Forum is a voluntary membership grouping of industrial extension officers in the various countries of TECHNONET ASIA and of the Region. All members are actively engaged in the development of industry - particularly smaller scale industry - through the Participating Organizations (POs) of TECHNONET ASIA and 'associated' organizations.
2. ASINDEX Headquarters, located in the city of residence of the Forum's elected Chairman, operated as the co-ordinating Centre for all its members.

The Aims

1. The Forum aims to build up industrial extension as a vital profession and earn widespread recognition through individual and collective activities.
2. The Forum operates under the umbrella of TECHNONET ASIA and aims to complement as well as supplement its efforts, thereby strengthening industrial extension services in each country.
3. The Forum serves as a means to facilitate communication among members and the exchange of useful experiences between them.

The Executive Committee and Administrative Officers

1. The Executive Committee is a body composed of one designated representative member from each of TECHNONET's POs and 'associated' organizations. Each representative (Executive Committee Member) shall either be elected annually by ASINDEX members of his institution, or designated by the head of the institution. The Executive Committee is the Forum's policy-guidance body, and is responsible for establishing and selecting general priorities and projects to be undertaken by various members. The Administrative Officers, in consultation with the Executive Committee, are responsible for implementation of projects and seeking necessary resources to implement such projects.

TECHNONET ASIA

- 2 -

2. The Administrative Officers of the Forum are the Chairman, Vice-Chairman, Secretary, Treasurer and Public Relations Officer. They shall hold office for one year or until their successors have been duly elected or appointed.
3. The Chairman and Vice-Chairman are both members of the Executive Committee and are elected to office by majority vote of the Committee members.
4. The Chairman may appoint any Forum member to the other administrative positions which consist of the Secretary, Treasurer and Public Relations Officer, all of whom are responsible to the Chairman (and/or Vice-Chairman).
5. Advisers to the Executive Committee may be appointed by the Chairman and/or Executive Committee as and when necessary.

Meetings

1. Executive Committee meetings may be called by the Chairman in consultation with the TECHNONET Administrator.
2. Quorum for Executive Committee meetings shall consist of a simple majority of its recognized and active members.
3. Between Executive Committee meetings, policy decisions may be reached by referendum of its members, and any subsequent action shall be based upon the consensus of the referendum.

APPROVED at ASINDEX II

in Hong Kong, 2 May 1977

The first year of the Asian Forum for Industrial Extension Officers, saw the emergence of the various operational problems which are inherent to the original "organizational structure" envisioned by the participants to the First Asian Industrial Extension Officers' Conference. One of the basic dimensions of the "Structure" is, the too-much concentration of the authority and responsibility of managing the entire forum in the country which its executive officers reside. This resulted (or will result) to the following operational problems:

- 1) The diffusion of the "self-reliance concept," expounded by TECHNUNET Asia's Second Phase of Operation will be slow at the forum's level.
- 2) The existing communication infrastructure (Forum's Central Office to every member and vice versa) up to a certain point, will become very expensive to maintain and too-cumbersome to handle.
- 3) The potential problems involved in the transfer of the set of authority from one country to another are highly probable in the existing state of the Forum.

Realizing the potentially hazardous implications of these problems in its existence, the Forum decided to embark on Chapter Organization and Development (hereinafter referred to as the COD) project.

Objectives of the COD Project

Basically, the COD project aims to achieve the following objectives:

- A. To organize and develop forum chapters in each of the participating organizations using the "institution-building" technology.

- B. To develop in each of the chapters, their indigenous self-reliance capabilities, thus preparing them for authority-transfer activities.
- C. To provide a venue from which the administrators of the participating organizations of TECHNUNET Asia and the Forum members can discuss industrial extension directions and the development of the industrial extension profession.
- D. To facilitate the communication system from the Forum's central office to the individual members using the chapters as communication interface".
- E. To expand the "localized" membership of the forum.
- F. To enhance the "professionalization" of industrial extension in Asia through the assistance of the TECHNUNET Center and the respective participating organizations.

Operational Strategies

The COD project will be operationalized using the latest technique of "institution-building. Institution-building may be defined as the planning, structuring, and guidance of new or reconstituted organizations which (a) embody changes in values, functions, physical and/or social technologies, (b) establish, foster and protect new normative relationships and action patterns, and; (c) obtain support and complementarity in the environment.^{1/} The elements of the institution-building process are common to the COD project, thus making it a viable approach towards the creation and ultimate development of forum chapters. The following activities will be conducted in line with this institution-building approach to Forum chapters creation:

^{1/}Easman, Milton J. and Blaise, Hams C. Institution-Building Research---- The Guiding Concepts, Inter-University Research Program in Institution-Building, Pittsburgh, Pennsylvania, Mimeo, 1966.

1. The Publication of - Manual on Forum Chapter Management. This manual will contain the 'basics' of the chapter administration and management. Aside from the traditional concepts and principles of management, the institution-building framework will also be detailed to serve as the guide for action.

Figure I

THE INSTITUTION-BUILDING FRAMEWORK

<u>Institution</u>		<u>Linkages</u>
Institution Variables		. Enabling Linkages
. Leadership	TRANSACTIONS	. Functional Linkages
. Doctrine		. Normative Linkages
. Programs		. Diffuse Linkages
. Resources		
. Internal Structures		

2. Launching of the Chapters. This will involve the initiation, accreditation and ultimate launching of a chapter within a participating organization. A representative of the forum's central office will initiate (through institution-building workshops) the establishment of the chapter. The administrator of the participating organization will be the adviser of the chapter. Attachment I lists some of the possible activities of each of the forum chapters.
3. Provision of the Certificate of Membership to Individual Forum Members. This will be a good membership monitoring system, aside from the prestige the members will get from the certificate of membership. The membership will have to be approved by the chapter and the Forum's Central Office.

4. Installation of Chapter News Column at the TECHNUNET Newsletter. The TECHNUNET Newsletter without doubt has become the newsletter for all the active small industry extension officers in Asia. This could also be used as the vehicle to report on chapter activities.
5. Hiring of a Full-Time Contractual Secretary for the Central Office. A secretary will have to be hired to do the administrative tasks of the COD project. It is estimated that the full-time secretarial services will be required for the first five (5) months of the COD's implementation.

The entire COD project is expected to be completed in 5 months' time, broken down as follows:

	<u>Estimated Time (in mos.)</u>
A. Development of the Manual on Forum Chapter Management	2 months
B. Launching of the Individual Chapters including travel time	2 months
C. Provision of the Certificate of Membership. (Parallel to Activity A, above) including shipping time	2 months
D. Monitoring, testing and initial evaluation of the COD project	<u>1 month</u>
Total	<u>7 months</u>

Note:

The other activities have negligible time frame considering that the time estimates were in months.

ESTIMATED BUDGET

I. Publication of the Manual on Chapter Management Dollar Equivalent 1/

- Honorarium	₱1,000	
- Secretarial	200	
- Printing Cost		
(₱20.00/copy for		
200 copies)	4,000	
- Mailing Costs	600	
- Supplies	<u>50</u>	
Sub-Total	₱5,850	\$780
		<u>20</u>
		\$800

II. Launching of the Chapters

The bulk of the cost items, here, is on the travel of the forum representative to the various participating organization.

III. Provision of the Certificate of Membership

- Design Fee	₱500	
- Printing Cost including		
mailing envelopes		
₱10.00/copy for 200		
copies	2,000	
- Mailing	<u>200</u>	
Sub-Total	₱ 2,700	\$360
Contingencies		<u>40</u>
		\$400

IV. Hiring of a Full-Time Contractual Secretary

- Salary	₱500/month for 5 months	2,500	
- SSS, Medicare, etc.		<u>500</u>	
Total		3,000	\$400
Grand Total	(US\$)		\$1,600

1/ Forex base: US\$1 to ₱7.50

Possible Outcomes

1. By Chapter monitoring of BHAP.
2. Institutionalization of the BHAP as a professional growth planning tool.
3. Compilation of readings on industrial extension practices in Asia.
4. Increase the substantive relationship among I.E.O.'s P.O. Heads and Tech Administrator.
5. Publication of chapter's Directory.
6. Possible accreditation of the profession if not on country level, at least on organization level, i.e. SME, AACE.
7. Seedbed of the future forum leaders.
8. Increase the self-confidence of the forum members.
9. The forum should have become a forum of IEO in the strictest sense of the word.

ATTACHMENT I

LIST OF SOME POSSIBLE ACTIVITIES OF THE CHAPTERS OF THE FORUM

1. Professionalization of Industrial Extension

- a. Collection of reading materials relevant to industrial Extension activities with in the country involved.
- b. Conduct of mini-workshops on topics geared towards the professionalization of industrial extension within the area.
- c. Drafting of the Industrial Extension Professional Code of Ethics.
- d. Promotion of the profession at the University Levels.
- e. Induction affairs and other social activities.
- f. Through TECHNUNET Asia, invite senior industrial extension officers from other parallel institutions, i.e., the East West Center's Technology & Development Institute and the Georgia Institute of Technology.
- g. Publication of scholarly articles on industrial extension services and the profession in general.
- h. Participation in the activities of the other professional groups within the country.
- i. Membership campaign.
- k. Collection of membership dues.
- j. Other high visibility projects.

2. Forum's Central Office - Chapter Relationship

- a. The documentation of industrial extension approaches through case studies.

- b. Continuous reporting of chapter activities.
 - c. Participation in the TECHNONET Newsletter Publication especially on the news about the chapter and its members.
 - d. Publication of the individual member's personality profiles.
 - e. Attendance to TECHNONET Asia and Forum's Annual Conferences.
 - f. Correspond with other forum members outside the country where the chapter is based.
 - g. Staff-exchange activities.
 - h. Recommend amendments to the Forum's Constitution and By-Laws.
 - i. and many, many more.
3. The Chapter, TECHNONET CENTER and the Administrator of the Participating Organization.
- a. Conduct of a local workshop on industrial extension exchange approaches.
 - b. Staff exchange activities.
 - c. Industrial Extension Training Course (INDEXTRAC) participation.
 - d. Self-monitoring of the Individual Back Home Action Plans.
 - e. Publication of a manual on industrial extension in Asia.
 - f. and many, many more.

EXTENSION OFFICERS EXCHANGE PROGRAMMEI Objectives

1. To better acquaint the extension officer with the techniques in industrial assistance employed by other extension officers.
2. To refine the skills of both the host and the visiting extension officers through closer interaction and exchange of ideas while working together in an extension service project.
3. To foster better co-operation and understanding among extension officers.

II Mechanics

Extension officer(s) from one TECHNONET Participation Organization shall be assigned for at least three (3) weeks on an extension service project by another Participating Organization. The exchange or visiting extension officer shall be working as a member of a team with an extension officer from the host organization. The visitor shall be working in the project as if he were an extension officer of the host organization and he shall follow the regulations of that organization in the conduct of his work.

The visitor shall take all his job instructions from the head of the organization he is visiting. Should the job being done by the visitor take more than the available time, he may extend his stay if he wishes so and upon the recommendation of the host organization. The extension, however, should not exceed one week.

III Qualifications of the Exchange Officer

1. He should have technical expertise in a particular field.
2. He should be endorsed by his organization and accepted by the organization he is visiting.

IV Expected BenefitsTo the Host Organization

1. Availability of the services of an extension officer with a particular field of expertise.
2. Positive improvements in the skills of the host organization's extension service staff through meaningful exchange and transfer of ideas and skills among the extension officers.

To the ASINDEX Forum

1. Better understanding and co-operation among members.
2. Skills learning and development in the field of extension service among the members.

To the TECHNONET ASIA Organization

1. Closer co-operation and linkages between POs.
2. Upgrading organizationally of all POs through better understanding of the strengths and weaknesses of each.
3. In view of the dearth of qualified extension officers, its use as a training tool to improve the extension officers' skills and as an incentive for them to remain in their respective organizations.

V Schedule

	<u>First Year</u>	<u>Second Year</u>	<u>Third Year</u>
No of exchange officers	11	11	11
Duration per exchange	25 dys	25 dys	25 dys
No of man-days	275	275	275

VI Estimated Expenses*

Transportation at \$400/trip	\$3 600	\$3 600	\$3 600
Per Diems at \$35/day	9 625	9 625	9 625
	<hr/>	<hr/>	<hr/>
Total:	\$13 225	\$13 225	\$13 225
	<hr/>	<hr/>	<hr/>

*to be borne by TECHNUNET Centre

CASE WRITING PROGRAMMEI Objectives

1. To provide TECHNONET ASIA with a regular source of extension cases which it can use for its INDEXTRAC programme and other training programmes as well as for publication and/or dissemination to members.
2. To encourage generation and write-up of cases by extension officers among TECHNONET ASIA Participating Organizations.

II Mechanics

The Forum shall solicit, on a continuing basis, extension of each of the Participating Organizations of TECHNONET ASIA. These cases shall be screened either primarily by the TECHNONET ASIA staff and experts or by experienced professionals from the Participating Organizations. In the latter case, evaluation will be made by 3-5 evaluators (a PO will have only one evaluator) who shall screen cases other than that coming from their own countries.

The evaluator will rank cases on the basis of overall merit. For cases recommended for finalization, the evaluator may specify additional requirements and/or modifications to the case writer. These recommendations and/or modifications may be passed on either to the Forum for transmittal to the case writer concerned, or directly to the case writer himself.

Once the additional requirements or modifications have been satisfactorily complied with, the evaluator shall then submit the cases in semi-finalized form to TECHNONET ASIA. All submitted cases, whether or not recommended for acceptance, shall be forwarded to TECHNONET ASIA, which will in turn do the final screening to determine which cases would be given the final approval.

To effect efficiencies in the processing of the cases, deadlines shall be set for (a) submission of the first draft (b) submission of the evaluator's recommendation, and (c) notification of the case writers by TECHNONET ASIA of the acceptance of their cases.

III Honoraria

As an added incentive, honoraria shall be given to case writers based on the following schedule:

Cases accepted by TECHNONET ASIA	US\$200
Cases recommended for finalization by the evaluator	100
For each submitted case	20

If a case recommended by the evaluator is accepted by TECHNONET ASIA, only \$100 would be added to the initial \$100. Each case submitted will be paid \$20 to cover mailing and reproduction costs. The evaluator shall also be given honoraria at the rate of \$40 per case evaluated by him. This already includes mailing and reproduction costs.

IV Budget

It is assumed that 60 cases will be processed every year of which a maximum of 30 will be recommended for finalization, and 20 finally accepted by TECHNONET. The maximum budgetary requirement will be as follows:

Honoraria for accepted cases (incremental)	US\$2 000
Honoraria for finalized cases	3 000
Honoraria for submitted cases	1 200
Sub-total	6 200
Honoraria for evaluators	2 400
Mailing/reproduction costs (to be incurred by Forum)	400
Total	<u>US\$9 000</u>